HUMAN RESOURCE MANAGEMENT
CHAPTER ONE (CONTINUES)

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HUMAN RESOURCE MANAGEMENT FUNCTIONS

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HUMAN RESOURCE PLANNING

➢ **Human resource planning (HRP)** is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset—quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.

➢ Human resource planning is an important activity that involves estimating the size and makeup of the future workforce.

➢ It is a process by which managers ensure that they have the right number and kinds of people in the right places and at the right times who can effectively and efficiently complete assigned tasks.

➢ The firm could go out of business without the right people in the right place at the right time. Through planning, organizations can avoid sudden talent shortages and surpluses.

HUMAN RESOURCE PLANNING

There are four key steps to the HRP process. they include:

1. Analyzing present labor supply.

2. Forecasting labor demand.

3. Balancing projected labor demand with supply.

4. Supporting organizational goals.

HRP is an important investment for any business as it allows companies to remain both productive and profitable.

IMPORTANCE OF HUMAN RESOURCE PLANNING

- Human resource planning allows companies to plan ahead so they can maintain a steady supply of skilled employees. The process is used to help companies evaluate their needs and to plan ahead to meet those needs.

- Human resource planning (HRP) allows a business to better maintain and target the right kind of talent to employ—having the right technical and soft skills to optimize their function within the company. It also allows managers to better train the workforce and help them develop the required skills.

JOB ANALYSIS AND JOB DESCRIPTION

- **Job analysis**

Is the process of gathering , organizing and recording information which is related to the deferent jobs in the organization to prepare job description.

- **Job description**

It is a list of job's duties , responsibilities , working conditions , salaries ,tools , machines , and specification of the person who should be hired for the job .

JOB ANALYSIS, DESCRIPTION AND SPECIFICATION

- **Job analysis** is determining the tasks that make up the job and the knowledge, skills, and abilities an employee needs to accomplish the job.

- From job analysis, job description and job specification can be prepared.

- A **job description** is a written statement of what the jobholder does, how it is done, and why it is done.

- **Job specifications** state the qualifications necessary for a job.

HOW TO CONDUCT A JOB ANALYSIS

1. Collect information about a position

2. Evaluate each task and competency

3. Check industry standards

4. Revise job descriptions and standards

5. Use the information to make changes

COLLECT INFORMATION ABOUT A POSITION

1. **Collect information about a position**

You can collect information by observing and interviewing current employees in the role. Consider talking to employees about the work they perform and ask them to be as clear as possible in describing their duties. You can examine any documentation that defines the position in its current form. To help ensure all the information is correct, you can compare existing job descriptions with actual employee statements and actions. You may prefer to keep track of your outcomes by organizing them by department or job position.

EVALUATE EACH TASK AND COMPETENCY

2. **Evaluate each task and competency**

After determining which competencies are essential to perform each role, you may assign a difficulty rating to each task and skill set. Determine which positions require advanced expertise. Note which abilities are entry-level and which involve more training. You may get a different perspective than what you initially believed was the most critical aspect of a job role.

3. Check industry standards

You can research the roles in your job analysis to ensure that you're in alignment with the current workforce. Consider verifying your findings using government information and data from professional organizations. You can also contact subject matter specialists who can explain the tasks necessary to accomplish a job. Consider establishing relationships with other companies and compare data.

4. Revise job descriptions and standards

After determining the most critical abilities necessary to accomplish a job, you can create a list of all relevant tasks and skill sets based on employee feedback and your own job observations. You can use this to revise an existing job description or create a new one that is more accurate in the context of your findings. You can also include expectations based on expert recommendations discovered throughout your research.

5. Use the information to make changes

Assess the organization overall and determine if the task allocations are appropriate and match your job analysis. If you notice that work from one department might better fit a different group, you can transfer those duties to another position. Also, you may find that specific departments are managing more tasks than others. Using the job analysis data, you can determine how to reallocate work responsibilities depending on the skills of each role.

METHODS OF JOB ANALYSIS

1. Interviews
2. Observations
3. Surveys
4. Work diary or log

JOB DESCRIPTION

- A job description is a document that clearly states essential job requirements, job duties, job responsibilities, and skills required to perform a specific role. A detailed job description will cover how success is measured in the role so it can be used in performance evaluations.

- *Job descriptions clarify what an employee is responsible for and what is expected of them.*

- *Preparing a thorough, complete job description is a critical first step in the selection process.*

- *The job description provides potential candidates with a clear description and main objective of a position and assists them in determining if they can perform the duties of the position.*

ESSENTIAL ELEMENTS OF JOB DESCRIPTIONS?

Job descriptions generally include:

- General statement describing the concept and specific duties of the position

- Classification title, position number, geographic location, division and work unit of the position, name and title of supervisor, and effective date of duties.

- If supervisor position, list classifications supervised.

- General statement describing the nature of the unit in context with the department/program

- Description of the positions supervisory reporting relationship (this information can be found in the class specification, usually under the definition of the class)

- Description of each range of supervision for "deep class" classifications

- List of typical essential and marginal functions/duties, grouped in related categories

- Duties broken down by percentage of time spent on each task or group of similar tasks

- Signature and date of employee and supervisor. You may want to include a disclaimer that the employee and supervisor acknowledges by signing the duty statement that they have discussed the expectations of the position.

USES OF A JOB DESCRIPTION

1. Identifies duties of positions

2. Organizes work efficiently enabling supervisors to better control workload

3. Assists in identifying employee training needs

4. Assists in evaluating and defining employee performance and expectations

5. Serves as recruitment tool

6. Avoids potential out-of- class situations

7. Provides a defensible tool when documenting employee performance issues

8. Provides a reliable foundation for position evaluation when faced with issues such as reasonable accommodation, limited duty, workers compensation, fitness for duty and disability retirement.